

DD/A Registry

File C4M-(mag)

DDA 78-3928/1

10 October 1978

MEMORANDUM FOR: Chairman, DCI/MAG  
THROUGH: Advisor, DCI/MAG  
FROM: John F. Blake  
Deputy Director for Administration  
SUBJECT: Proposed Agency Hot-Line

1. I received on 4 October your memorandum of 13 September addressed to me on subject proposal.

STATINTL

2. In an endeavor to obtain more complete background on the proposal, I have discussed this matter with [REDACTED] the retiring Chairman of MAG.

3. The purpose of my writing is to ask if the current MAG wishes to revalidate this proposal or withdraw it. If the current MAG would like to revalidate the proposal then there are several aspects of it I would like to call to their attention. There is already a considerable amount of counseling carried on in the Agency and I would propose to submit the suggestion to the Inspector General, the Office of EEO, and the Offices of Security, Medical Services, and Personnel in order to obtain their reaction to it. Secondly, while I understand the references made to the fact that some employees may have an inhibition to use the [REDACTED] service because it is associated with the Office of Security, I am not sure that such inhibitions would not be present in using any Agency-sponsored mechanism. I certainly believe this would be as equally true in the Inspector General's office as it is in the Office of Security.

STATOTHR

4. A considerable amount of manpower would be involved first in organizing this undertaking, secondly in training those who would operate it, and thirdly in staffing it. As I view it, it would take at least six people on a 24-hour a day basis. This Directorate simply does not have that kind of manpower available. If the program were to be approved it would be my recommendation to the DDCI that each of the five major components offer one ceiling position in order to run the operation.

5. I await the pleasure of your reply.

John F. Blake

Distribution:

Orig - Chmn, DCI/MAG

1 - Advisor, DCI/MAG

~~1~~ - DDA Subj w/ref

1 - DDA Chrono

1 - JFB Chrono

DDA:JFBlake:kmg (10 Oct 78)

Ref: Memo dtd 18 Sep 78 to A/DCI/MAG fr C/DCI/MAG, same subj (DDA 78-3928)  
w/memo dtd 13 Sep 78 to DDA fr Member, DCI/MAG, subj: Proposal to  
Establish an Agency "Hot-Line" attached

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78-3128

18 September 1978

MEMORANDUM FOR: Ben Evans  
Advisor, DCI/MAG

STATINTL FROM: [REDACTED]  
Chairman, DCI/MAG

SUBJECT: Proposed Agency Hot-Line

STATOTHR The attached memorandum approved by the DCI/MAG recom-  
mends the establishment of an Agency hot-line system separate  
from the [REDACTED] mechanism. It is suggested that a copy be sent  
to the DDCI for his information.

[REDACTED]

STATINTL

Attachment

*Sent to: I.G.  
O.S.  
O.N.S.  
O.P.*

[REDACTED]

STATINTL

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13 September 1978

MEMORANDUM FOR: Deputy Director for Administration

SUBJECT : Proposal to Establish an Agency "Hot-Line"

1. Late last year [REDACTED] OTS/BAB submitted a memorandum to the DCI proposing that the Agency adopt a hot-line system to service employee needs. Its primary function would be to provide crisis counseling to emotionally or psychologically disturbed employees and their families. In addition, it would provide a referral function, directing employees to personnel, financial, and other counseling services within and outside the Agency. The DCI's assistant, [REDACTED] suggested that the proposal be submitted to you, after review by the DCI/MAG. We have reviewed the subject and offer the recommendations contained in paragraph 4 below:

2. Background: Agency management generally recognizes that there is a need for a 24-hour operation that can provide a variety of services to employees in need of information, counseling, and, in some cases, physical assistance. As a result, a call-in service, accessed by dialing [REDACTED] was instituted and maintained by the Office of Security. Employees are encouraged to avail themselves of this service, particularly in crisis situations. For those cases that can not be handled by the Office of Security, a referral list is maintained whereby the [REDACTED] duty officer can direct the caller to find the proper assistance.

3. Rationale for the Proposed "Hot-Line": [REDACTED] and the MAG are well aware of the excellent services provided through the [REDACTED] exchange. However, we believe there is a segment of the Agency population that is not availing themselves of this service. Unfortunately, this is the very segment that has a critical need for the service a hot-line would provide. There are two principal reasons why this group is not now being reached. The first is that relatively few employees are aware of the extent of the services available to them under the [REDACTED] system. For most, their entry briefings provided the only detailed description of this service. The

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SUBJECT: Proposal to Establish an Agency "Hot-Line"

second reason, and the one we believe to be basic to the issue, follows from the fact that the [redacted] service is provided by the Office of Security. This should not be construed in any way as a criticism of that office. All whom we surveyed on this matter, including those who felt the need existed for a separate hot-line, had the highest praise for the individuals manning the [redacted] lines and for the service as a whole. However, the truly distraught employee who would under normal conditions place his trust in the formal Agency institutions would be less inclined to do so in his abnormal state. The distrust and paranoia that can accompany emotional disturbance can also cause the disturbed employee to view the Office of Security with suspicion, i.e., as an organization that may threaten his continuing employment and thus one to be avoided. While the individual depicted here is atypical of the average employee, it is this very person that a hot-line must reach.

4. Recommendation:

a. We recommend that the Agency establish a hot-line facility, distinct from the Office of Security and, for that matter, without direct affiliation with any office. Guidelines for establishing the hot-line are outlined in the attached Appendix.

b. Even with a hot-line service as prescribed here, there is still some question as to its ultimate effectiveness and the extent to which it will be used. Therefore, we recommend that the hot-line be implemented for some trial period, and its effectiveness be evaluated before the Agency makes a permanent commitment to the concept.

c. If you do not deem it possible to adopt the hot-line concept proposed here, we recommend that the present [redacted] system be expanded to adopt the pertinent services outlined in the Appendix. However, for the reasons cited above, we doubt that the full potential of the hot-line would be realized within the [redacted] system.

d. Regardless of the actions taken on the above recommendations we recommend that more frequent and specific information be provided to

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STATOTHR

Agency employees on the services provided by the  
[REDACTED] exchange so that the potential effectiveness  
of this system is realized.

STATINTL

Very Truly Yours,

[REDACTED]

Member, DCI/MAG

Attachment:  
Appendix

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Approved For Release 2001/08/02 : CIA-RDP81-00142R000300040002-6

Attachment

## Appendix: Outline of Operations for a Hot-Line Service

Purpose: Primarily to provide counseling to troubled CIA employees. The hot-line would also provide a referral function for personnel, legal, financial and other services.

Staffing: The service would have to be provided for a full 24 hours. Where possible, professionally trained counselors would man the phones. However, resource limitations will probably require that volunteers augment the permanent staff. All, however, would be tested for their listening and counseling skills and where required, these skills would be improved by specialized training. Finally, one clerical would be required, probably part time.

Subordination: Ideally, the hot-line service would be an independent operation, directly under the DCI or the Inspector General. It is important that the perception as well as the fact of independence from any security function is maintained.

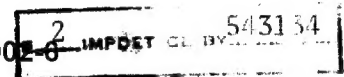
Location: The establishment of a meaningful dialogue on the phone will often lead to a face-to-face interview between employee and counselor. Moreover, walk-ins will be encouraged. Therefore, the counselors should be located where they can be contacted with the client being able to maintain some degree of anonymity and with as little trauma as possible. An office collocated with the EAA office is one possibility. (In such a case clerical services might be shared between the two collocated functions.)

Operational Procedures: These must be established with great care, as they are central to the success of the concept. Ideally, any caller should initially be permitted to maintain anonymity, encouraging him or her to establish the dialogue. Successful counseling would invariably result in the caller agreeing eventually to forego anonymity for a guarantee of confidentiality. This in turn may lead to referral to one of the formal Agency (or outside) services. Alternatively, the client may first wish an interview with the hot-line counselor.

Regardless of the procedures developed, it is imperative that the hot-line publicity disseminated to the employees accurately spell out the employees' rights, options, and responsibilities when he avails himself of the service. This is crucial if the service is to achieve and maintain the credibility required for it to be successful.

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EXECUTIVE SECRETARIAT (O/DCI)

Routing Slip

TO:		ACTION	INFO	DATE	INITIAL
1	DCI				
2	DDCI		✓		
3	DD/RM				
4	DD/NFA				
5	DD/CT				
6	DD/A				
7	DD/O				
8	DD/S&T				
9	GC				
10	LC				
11	IG		✓		
12	Compt				
13	D/PA				
14	D/EE0				
15	D/Pers				
16	AO/DCI				
17	C/IPS				
18					
19					
20					
21					
22					

SUSPENSE DATE:

Remarks:

*No action will be taken*  
*on*

STATINTL